



Annual Review

2012/13

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MRS – CHANGE AGENT TO THE SECTOR

The year just gone was an especially busy period for MRS. Sometimes it felt like we launched, re-launched, upgraded or improved something every other day.

This isn't really surprising – we represent a sector that is being put through its paces. A sector that is both transforming itself willingly and being redefined by external pressures.

In the UK, in GVA terms alone, the research and evidence sector is worth a conservative £3bn per annum, about a third of which is exported. This was the key finding in a joint MRS / PwC report 'The Business of Evidence' (October, 2012), the first comprehensive review to be undertaken of the sector.

Speaking up for evidence

MRS exists to promote and protect this valuable sector, and those who work within it.

In January 2013 we launched the Fair Data initiative (see page 7). Fair Data accreditation is a critical hygiene factor for organisations and will help ensure the long-term health of businesses by protecting the standards of the supply chain.

Backed by the Information Commissioner and Parliamentarians, Fair Data has proved a strongly attractive proposition in fulfilling a gap in public communication.

A growing concern around personal data use is reflected in an increase in complaints arising from "sugging" in particular – organisations selling under the guise of research. This has recently meant that the research sector's exclusion from the Telephone Preference Service rules has come under pressure. To counter this MRS has met with officials from Ofcom and the ICO, re-iterating the differences between research and these illegal activities. MRS is working with DCMS to create a long term legislative solution to the sugging problem.

MRS was busy in the areas of public policy and best practice; the major external contributor to shaping the government's new research

procurement framework, we have also been lobbying and intervening in UK government and EU proposals on data protection, SME policy and other regulatory affairs.

Having Fair Data has been a considerable asset in building our credibility in all these discussions.

Creating impact through content

In March 2013, we introduced Impact, our new quarterly publication (page 8). It does what it says on the tin; promoting the outcomes of research in both the commercial and public sectors.

Impact is a cornerstone of our new publishing strategy that makes our quality content more accessible. This includes the creation of a premium content members area on our website (www.mrs.org.uk/MyMRS) and the launch of an online version of the International Journal of Market Research (IJMR).

Our annual conference 'The Shock of the New' was notable for the creativity of its workshops and the emotional response to some keynote speakers (all of you who cried in the Katherine Grainger session will know who you are!).

Branching out

This year MRS has expanded its horizons with active support of the European Association EFAMRO, which has seen expansion into new EU states, and the Global Business Research Network (GBRN). Thanks to the GBRN, you can now get access to supplier lists from around the world and, more importantly, they have access to our Research Buyers Guide.

Cooperation is key

It has been undoubtedly a very tough economic environment in which to work. Many of our members have been under great financial pressure. Through cooperation with other organisations MRS can achieve more.

Special mention should go to AURA, many members of which are now represented on our Better Buying initiative with ISBA, and our various boards such as the Public Sector Editorial Board. AURA has proved invaluable in widening and improving our response to clients.

MRS is also working with AQR in supporting its professional development initiative for qualitative researchers.

A great thanks also to ICG who have challenged and supported us on procurement and much else. MRS also cemented its relationship with BIG in preparation for the BIG/MRS Company Partner Service conference that took place in May 2013.

Better equipped

I would like to close by recognising the help and support of all those who sponsor MRS, making our work possible, and our Main Board which features a host of stars from all sides of the research sector.

Crucial support has also come from our new Patron's scheme which has successfully attracted Sir Martin Sorrell, Professor Sir Robert Worcester, Peter York, Professor Patrick Barwise, Clive Humby, Jeremy Bullmore and Roisin Donnelly.

2013-14 will be harder work still, and MRS is better equipped than ever to take this challenge on.



"So much of what we have achieved has been the result of the cooperation and support of the revived MRS network of professional bodies and associations."

Jane Frost, CBE
Chief Executive, MRS

MRS POLICY UNIT

The MRS Policy Unit was launched in June 2012 to influence policy and standards issues relevant to the research, insight and evidence community. In 2012-13 the Policy Unit handled a wide range of issues.

Data protection

The Data Protection Act 1998 is the key piece of legislation underpinning the business of research. The Act is based on Directive 95/46/EC, which since 2009 has been the subject of review in the EU and the UK.

The Policy Unit submitted evidence to the House of Lords Justice Committee inquiry into the EU Data Protection Framework Proposals. This links with our work on the proposed Regulation with EFAMRO, the European Research Federation.

MRS also joined the Advertising Association (AA) Data Protection Working Group, ensuring that the interests of research business in representations on behalf of the wider marketing communications sector.

Public data and national statistics

We continue to work to maintain fair and open access to public data while ensuring that data is robust and fit for purpose and that the rights of the citizen are protected.

The Policy Unit contributed to the development of the ICO Anonymisation Code of Practice, ensuring that legal provisions relating to research were interpreted to include market, social and opinion research. Barry Ryan, Director of the MRS Policy Unit, is also a core participant in the UK Anonymisation Network, which is developing best practice for anonymisation and other disclosure control techniques.

Supported by the expertise of the Census and Geodemographics Group (CGG), the Policy Unit also made submissions on:

- The Scottish Government Data Linkage Framework for Statistics and Research

- Cabinet Office plans to introduce the Individual Electoral Registration System

Trading and business environment

We represent the interests of research business in the UK and Europe, lobbying for better enforcement of unfair commercial practice legislation to combat selling under the guise of research ('sugging'). We also work to develop better public procurement frameworks, to ensure a better deal for researchers.

The Policy Unit made submissions on:

- The House of Commons Public Administration Select Committee (PASC) inquiry into public procurement
- The Scottish Government Procurement Reform Bill
- The House of Lords Select Committee on SME Exports – "Selling more for Britain"

In addition to the submission to PASC, in June 2012 MRS began discussions with the Government Procurement Service on the creation of a new procurement framework for market research

In October 2012 MRS produced its report, Improving Market Research Procurement: MRS Recommendations on the Creation of Framework 2 for Research Services.

In March 2013, MRS held a consultation meeting with Company Partners to discuss MRS' recommendations and the proposed lot structure of the framework.

Throughout 2012-13 MRS worked with the Social Research Association (SRA) on an overarching cross-research and cross-government project to improve public sector research procurement

MRS has also been working with ISBA to explore ways to improve understanding of research procurement within the commercial sector.

Children

Working with the AA, MRS was instrumental in drafting and implement the advertising industry's pledge not to employ or pay children under 16 as brand ambassadors and in peer-to-peer marketing

Electronic communications

Modern means of communications such as email and telephone are tightly regulated. Our role is to ensure that research can operate on a fair and level playing field.

In 2012-13 the MRS Standards Department received over 250 calls and emails about nuisance telephone calls which use questionnaires or "surveys" to collect data for direct marketing. As a result the Policy Unit has been working closely with the Telephone Preference Service, the Direct Marketing Association, Ofcom, the ICO and the DCMS to identify the organisations responsible, to improve enforcement, and to identify improvements to the current legal framework.



"MRS has seen remarkable progress in raising the importance of research, insight and data within business and government. The 'Fair Data' initiative MRS has launched is a specific example of new ambition and spirit emerging within the society."

Vanella Jackson, Immediate Past Chair of MRS

INTERNATIONAL

EFAMRO

EFAMRO, the European Research Federation, represents the interests of research businesses to the European Parliament, European Commission and Council of Europe. MRS has been a member since 2006, and leads the public affairs work of the Federation.

Throughout 2012-13, EFAMRO expanded its membership from eight national associations to 16, welcoming new members from Ireland, Poland, Belgium, Lithuania, Switzerland, Bulgaria, Italy and Russia. The EFAMRO network now connects over 1000 research businesses, accounting for 31% of the global research industry, or €7.46 billion.

In September 2012 EFAMRO launched an initiative to improve the standard of self-regulation and co-operation between associations in Europe. As part of this, 11 associations participated in a seminar in Berlin in January 2013, hosted by the German association ADM, sharing experiences and best practice in self regulation.

EFAMRO continued its work on the proposed General Data Protection Directive, meeting MEPs in Brussels and Strasbourg from all the main political groupings as well as meeting and making submissions to key Commission officials.

GRBN

Following its launch at MRS Annual Conference in 2012, the Global Research Business Network (GRBN) completed its inaugural round of meetings with sessions bringing together members of EFAMRO, the Americas Research Industry Alliance

(ARIA) and the Asia Pacific Research Committee (APRC) at the CASRO-ARIA Global Research Conference in Miami, USA, in April 2012 and at the APRC Annual Conference in Seoul, Korea in November 2012.

Each of the three founding federations has recruited new members since the launch of the Network, which has grown from 25 to 37 associations, in its first 12 months, now representing 85% of the global research industry.



"As many organisations in the Company Partner Scheme are themselves international, and certainly have international clients, the work MRS has done to improve collaboration between associations around the world, and bring suppliers and buyers closer, can only strengthen the sector."

Pat Molloy

Deputy Chair of the MRS Company Partner Service Board 2012-13 and Main Board Member

The Network has developed an extensive range of resources for associations in the network, including information on ISO 20252, codes of conduct, self regulation, and association management, as well as profiles of the network members, an international directory and a calendar of events.



"I have been thrilled to see just how much energy, imagination and collaboration Jane and the team at MRS have been bringing to all the many challenges and opportunities facing research in the future. It's such an exciting, innovative and important sector, and so good to see that reflected in today's MRS."

Rita Clifton, President of MRS

MEMBERSHIP

Fast-Track campaign

The campaign to encourage members and non-members to become Full Members via the Fast Track Scheme continued. The twelve benchmark standards were reviewed and in consultation with the Professional Development Advisory Board updated to make them more accessible to everyone in the sector.

MRS Midlands

A new regional network MRS Midlands was launched in February and members in Yorkshire continued to organise several successful events.

MRS networking

50% of MRS Networking events took place outside of London. In September, The Best of MRS Annual Conference 2012 took place at one of Northern England's most inspiring contemporary landmarks, The Lowry, Manchester.

Member evenings

The regular programme of Members' Evenings, which are often standing room only, continued throughout the year.

MRS social events

A 'How to Win' workshop was held to provide advice on how to plan and write an award entry for the MRS Awards.

In June, Hanwell Town FC played host to the fifteenth annual MRS football tournament and in July another successful Golf Day took place in aid of MRBA.

MRS support for young researchers continued via the R-Net annual programme for the under 30s.

MRS Book Club

A regular and highly successful programme of MRS Book Clubs was launched including an award winning instalment at the MRS Annual Conference.

MRS Awards

The brand new Excellence Awards lunch recognising our Fellows and academic high-achievers took place in June, and in December the Awards Dinner attracted over 700 of the sector's key figures at a brand new venue, the Park Plaza Westminster Bridge.

MRS Research Aid

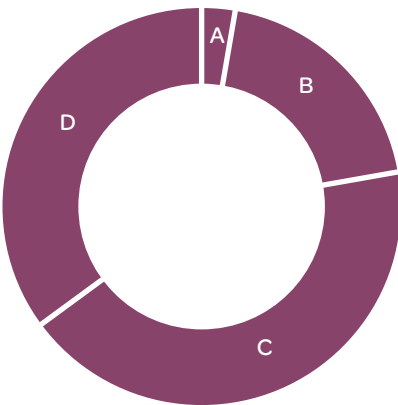
A new network, Research Aid, was launched in July to put charities in touch with MRS Members who wish to offer their services on a pro bono basis. To date 27 charities have requested assistance from the network and 79 members have registered their interest in offering their services.

Members' events attendance

Awards Dinner	706
Members' Evenings	613
MRS Book Club	136
RNet	300
Regional and other networks	375

MRS members

Total = 5,479
As of 31 March 2013



A – Fellows and Honorary Members.....	2.5%
B – Affiliate Members.....	19.9%
C – Associate Members.....	41.3%
D – Full Member	36.3%



"R-Net is growing in a capacity that indicates that there is an exceptional generation of researchers emerging before us."

Ruth Betts, Chair of MRS Management Board 2012-13 and Main Board Member

PROFESSIONAL DEVELOPMENT

MRS Advanced Certificate in Market & Social Research Practice

In the 2012/13 financial year a total of 484 candidates participated in assessment for the Advanced Certificate qualification.

297 candidates were awarded the qualification – a 61% pass rate.

There was candidate representation from 14 countries across 4 continents.

Careers

We developed a new careers section on mrs.org.uk, promoting research as a career and providing information on work placements with numerous resources and articles to assist those new to research and those contemplating research as a career.



“The MRS Summer School proves invaluable in helping our newer team members hone their skills and build a professional network – training remains a key MRS strength and an invaluable resource for clients and agencies”

Crispin Beale
Main Board Member

MRS Diploma in Market and Social Research

There were 77 unit participations in the June 2012 and December 2012 MRS Diploma assessment rounds with 13 participants awarded the overall qualification having successfully completed all 4 units.

Training

Over 1600 individuals received training from MRS in some form, including nearly 900 who attended training in our fully equipped Training Suite.

82 training courses were delivered over 94 days, covering Introductory to Masterclass levels and research specialisms, in subjects such as depth interviewing, segmentation, semiotics, econometric modelling and creative writing.

Supporting the research skills were courses in business and leadership skills such as influence and impact, facilitation, people management, client relationship management and presentation delivery.

Five new courses were incorporated into the Programme: Mission 88 – dedicated exclusively to clientside researchers to support them in being indispensable in their business, which combined training and coaching; Advanced Qualitative Practice – a five

day smorgasbord of psychology, action techniques and paths to insight that has transformed qualitative research, and new 1-day courses on consumer psychology, customer experience and using video in research.

Nearly 300 people took advantage of our flexible online training programmes and around 200 gained our introductory-level research qualification through this method.

As part of our In-Company programme, MRS designed and delivered 52 days of bespoke training reaching over 500 people in the UK and across the globe in agencies, client companies, public sector and academia.

In keeping with the Olympic vibe, MRS delivered a Decathlon – quite simply an Olympic-paced run-through of topics that are at the cutting edge of research methodology.



“I hope that the addition of Kenya and Singapore accredited centres (for the MRS Advanced Certificate in Market & Social Research Practice) is an indication of things to come in terms of MRS promoting quality and standards in research on an international scale.”

Kirsty Fuller, Main Board Member

MRS COMPANY PARTNER SERVICE

MRS Company Partner Service membership increased by 10.9% in 2012/13 and MRS now has over 465 Company Partners.

With the launch of the new Sole Trader package the Company Partner Service has been able to offer companies with three or less full time employees the opportunity to become a Company Partner. Through 2012/13 this package was welcomed by our members and we now have 40 MRS Sole Traders.

Trying to ensure companies can get the most out of their Company Partner Service has been central in 2012/13 and with this in mind MRS has started to produce the complimentary Professional Standard Briefings as webinars that are made available to all Company Partners online.

Fair Data

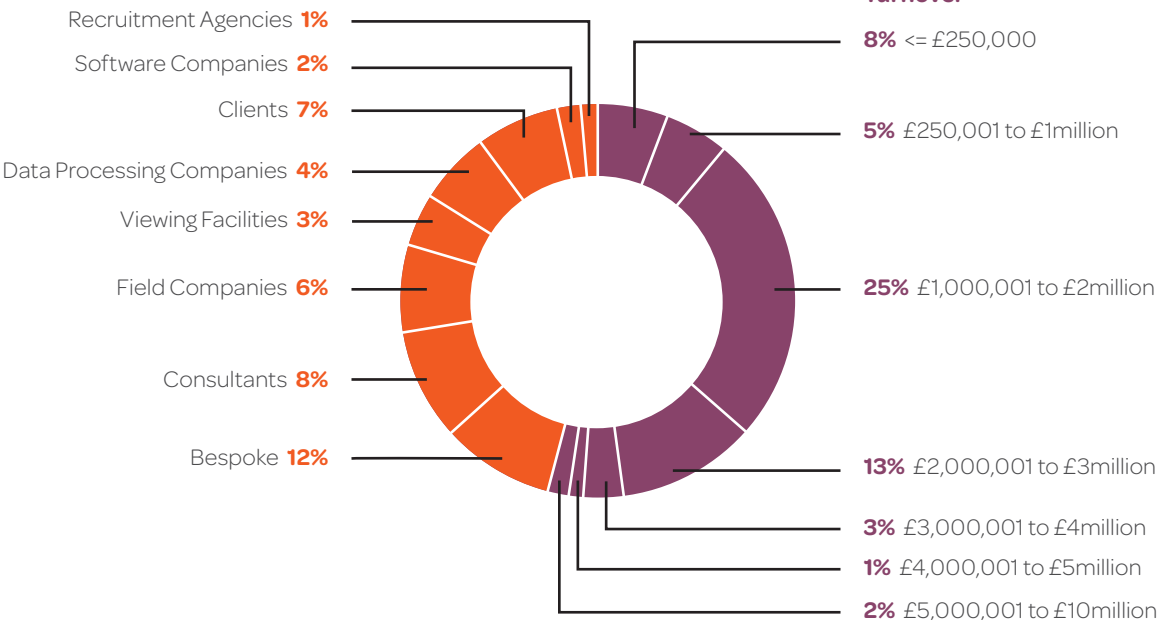
In response to public concern around the use of personal data and a rise in complaints about around this issue, MRS decided to create a mark. This new mark managed by the Company Partner team helps organisations to build public trust in personal data use. MRS launched the Fair Data scheme on 28 January 2013 at the House of Lords with support from the Information Commissioner, Christopher Graham. Eight companies were involved in the soft launch including Lil-Lets and Research Now. Coverage of the event was found in The Telegraph, the Metro, Marketing Week and City AM.



“Extending the Company Partner Service to sole traders is part of a broader focus from MRS on supporting small companies – such support should be applauded.”

Richard Sheldrake
Chair of the MRS Company Partner Service Board 2012-13 and Main Board Member

MRS Company Partners by organisation type



“Being a Company Partner, and underpinning that with a Fair Data accreditation, helps organisations such as GfK to ensure that they are working to the best possible standards. This in turn helps us to be seen as a trusted brand while developing stronger, long lasting relationships not only with respondents but with our clients as well.”

Phyllis Macfarlane, Chair of MRS

PUBLISHING

Impact magazine

MRS launched a new quarterly publication Impact. Impact has a circulation of 10,000 including MRS members, CEOs and marketing and advertising directors. The response from members and advertisers has been extremely positive. In particular, clientside readers have noted that the content is much more aligned to their interests of using research to drive change within their organisations. Impact has also succeeded in achieving one of its key goals: to have more interviews with big-name brands in its pages. In the first two issues alone, McDonald's, HarperCollins, Yeo Valley, Viacom, The Tate, SABMiller, Auto Trader, Standard Life, Virgin Media, Bounty and Ericsson have all featured.

The International Journal of Market Research (IJMR)

In January 2013 MRS launched a dedicated IJMR website for the first time, providing MRS Full Members and Warc subscribers with online access to several decades of archived papers, new 'digital first' papers and an editor's blog. The print journal is still published every two months.

Research-live.com

Audience figures for Research-live.com were stable in 2012/13, following strong growth in the preceding years. The site was ranked #1 on Jeffrey Henning's Researchscape list of the top 50 market research websites. Henning wrote: "Research-live.com has grown into the web news hub of the Market Research Society (which itself made the Researchscape 50 at #31). How prominent is Research-live.com? Over 10% of the links shared on #MRX are to its articles." Research-live.com was also ranked the second most influential information source in the market research industry by the Greenbook Research Industry Trends Study.

Social media

MRS has a network of influential twitter handles, LinkedIn groups for our regional networks and Facebook pages that share content and engage directly with followers. Twitter followers of @researchlive continued to grow, hitting 17,000 and the site's content still regularly features in weekly lists of the most shared content under the MRX hashtag. Other twitter handles are @fairdata @tweetmrs @tweetijmr @janefrostmrs.



"Rigorous and robust methodology is the critical backbone to market research; publishing the archives of the IJMR online will help preserve, share and revitalise the intellectual legacy of research with a new generation of researchers."

Stephen Bairfelt
Main Board Member

Member only content

MRS members have a new login area on mrs.org.uk/mymrs where they can access premium content that is not publicly available. This includes videos of member evenings, conference sessions, case studies and opinion pieces from other members. MRS Company Partners also have a private area of the website with access to webinars on business issues like standards and data protection.



"As a client, I've been impressed by the new magazine, Impact. Putting the emphasis on the outcome and actions taken from research rather than the process, is a great reflection of how research ultimately drives organisations forward, and should inspire a broad readership."

Barbara Langer, Chair of the Professional Development Advisory Board 2012-13 and Main Board Member

mrs.org.uk

Since its launch in March 2012 as part of the rebrand of the society, mrs.org.uk has become the principal channel for MRS industry reports and information about products and services. For example 'The Business of Evidence' (Oct 2012) and 'Better Market Research Procurement' (Nov 2012).

The Research Buyer's Guide

The Research Buyer's Guide continues to be the core reference tool for anyone buying research. This position is strengthened by MRS's work with government to create a better framework for market research procurement. The accompanying website theresearchbuyersguide.com was redesigned and includes a wealth of new features to better showcase individual companies, as well as improved search.

Researchjobfinder.com

Researchjobfinder.com is the leading jobs board for research and insight professionals, with over 9,715 job vacancies posted and over 3,361 job applications to the site in the year.

CONFERENCES

The MRS Annual Conference – Shock of the New

The MRS Annual Conference 2013 returned for the second year to The Grange Tower Hill Hotel in London, which once again proved to be a popular venue with delegates and participants. Taking place on 19 and 20 March the conference provided a multi-streamed event welcoming over 130 speakers and workshop hosts from the insight sector and fields as diverse as neuroscience, advertising, psychology, IT and the arts. Keynote speakers included Olympic Gold Medallist Katherine Grainger CBE, Artist David Shrigley and Physicist Jim Al Khalili OBE.

The diverse programme attracted more clients than ever. In 12/13 the clients made up 30% of paying attendees.

One-day conferences

MRS continued to provide a series of one-day conferences covering a wide range of sectors. The 2012/13 programme included topics as diverse as big data, kids and youth, financial services and social media.



“Seeing more clients attend annual conference is a clear indication not only that the broadening of focus from MRS is paying off, but also that the research sector in general is increasingly valued by clients.”

Fay Arbon
Main Board Member



“This year we had an annual conference which was superbly run and with excellent speakers and presentations... totally professional, a conference to be very proud of.”

Liz Nelsen, Main Board Member

STANDARDS AND SELF-REGULATION



"The work of the MRSB - for example its report on Online Data Collection and Privacy - demonstrates the Society's commitment to supporting the research sector in the face of the massive challenges and opportunities created by technology."

Fiona Jack

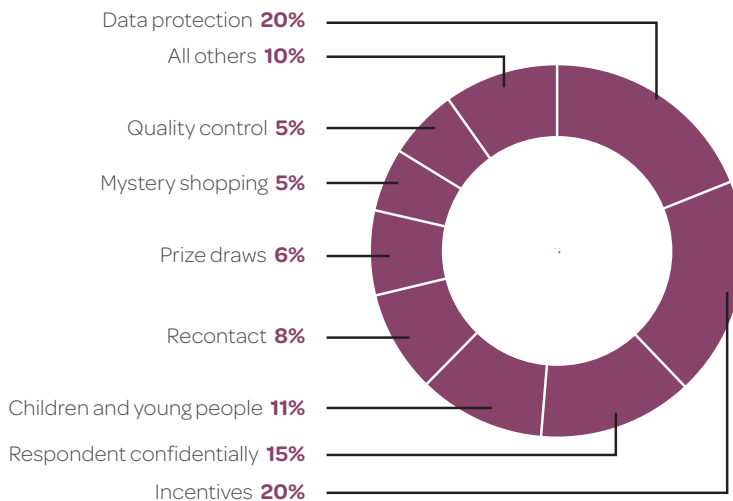
Deputy Chair of the MRS Market Research Standards Board 2012-13 and Main Board Member

Market Research Standards Board (MRSB)

In April 2012, the MRS Market Research Standards Board (MRSB) published a second position paper on Online Data Collection and Privacy.

Throughout 2012-13, MRSB conducted a review of current rules and guidance in preparation for a major revision of the MRS Code of Conduct to reflect recent changes in technology, society and research methodology.

Codeline Queries Total: 550



Market Research Quality Standards Association (MRQSA)

In April 2012, the Market Research Quality Standards Association (MRQSA) was replaced by the Market Research Quality Standards Advisory Board (MRQSAB), an all-industry body which brings together a number of trade and professional bodies, under the umbrella of MRS.

ISO 20252

In June 2012, a revised ISO 20252 standard was issued. MRQSAB prepared a short document highlighting the changes between the 2006 and 2012 versions and MRS hosted a workshop for accredited research organisations to discuss these changes.

Freephone

6,759 telephone calls were received by the MRS Freephone service. The telephone service is also supported by an online register, providing verification and key contact for over 500 research organisations.

Complaints stats for 2012-2013 are as follows:

Disciplinary cases

Member

Complaint upheld.....	2
Complaint not upheld	2
Outstanding at 31 March	3

Company Partner

Complaint upheld.....	3
Complaint not upheld	3
Outstanding at 31 March	3

Total disciplinary cases.....	16
Resolved by Standards Department.....	52

Total complaints investigated 68

Complaint topics

Members

Incentives.....	1
Research design	4
Member behaviour	1
Misleading respondents.....	1
Total.....	7

Company Partners

Incentives.....	1
Research design	6
Data protection.....	1
Interviewer behaviour.....	1
Total.....	9

Resolved by Standards department

Interviewer behaviour.....	6
Incentives.....	10
Employment dispute.....	10
Research design	14
Reporting results	1
Panels.....	1
Data protection.....	10
Total.....	52



"MRSB has continued its important work, helping to protect the sector through investigating complaints, developing new guidelines, and re-drafting the Code to help keep it relevant to emerging areas of research."

Geoff Gosling, Chair of MRS Market Research Standards Board 2012-13 and Main Board Member

MEDIA

Highlights of the MRS media campaign 1 April 2012 – 31 March 2013 included:

- Coverage secured in national and trade media to support the launch of the Fair Data campaign.
- Profiling activity in broadcast, national and trade media to promote the role of chief executive Jane Frost and show the importance of research to business, government and third sector decision making.
- Feature and comment opportunities to support campaigns including; procurement, children and research, the Census, Fair Data and Research Aid. Coverage achieved for these campaigns in national and trade media.
- Careers profiling and advice pieces in the The Daily Telegraph, The Sun and AllAboutCareers.com.
- Proactive media relations to support the launch of the 'Business of Evidence' report and highlight the value of research to UK businesses.

- Comment opportunities on the value of research, ethical data use, data protection and marketing, and branding delivered for Company Partners and in-house researchers in research and marketing trade press.
- Coverage in trade and national press to promote MRS events, the Research Awards, the MRS Annual Conference 2012 and one-day conferences.
- By-lined articles in targeted vertical sector media featuring MRS and Company Partner representatives.
- Press activity to promote MRS publications, consultations and guidance, securing coverage in the marketing and market research press.
- Monitoring events and preparing proactive and reactive media strategies.

Throughout the period 124 positive pieces of media coverage were achieved in the following publications, a 19% increase on the previous year.

National

The Guardian
The Sun
The Times
City A.M.
The Daily Telegraph

Marketing and research press

Research Live
Research
Marketing Week
Mr Web
Marketing Live
Brand Republic
Esomar.org
WARC.com
Database Marketing
Research World
Market Leader
The Drum

Sector press

Conference and Incentive Travel
Pharma Times
Mortgage Strategy
Digital Arts
Civilsociety.co.uk
AllAboutCareers.com
Wired.co.uk
Government Business
Sage Briefing for SMEs
Computerweekeurope.co.uk
Govtech
RoyalStatisticalSociety.org.uk
Gorkana
Informationweek.co.uk
Bcs.org



"The recent investment in promoting research is helping to create a palpable and increasing sense of pride in our sector."

Raz Khan, Honorary Secretary Treasurer of MRS 2012-13 and Main Board Member

FINANCIALS

The following summary of key financial information is extracted from the audited accounts for the year 2012-13.

A copy of the Statutory Report and Accounts are submitted to Companies House and are available to MRS members on request.

Summary Income and Expenditure Account (£'000)

Income	2012-13	2011-12
Individual membership subscriptions	638	627
Company Partner Service	280	256
Publications & information services	1,034	1,273
Training & qualifications	611	601
Conferences & seminars	467	548
Other services	327	290
Total	3,357	3,595

Expenditure	2012-13	2011-12
Cost of activities	1,124	1,093
Employment	1,688	1,826
Other administration less sundry income	763	839
Net financing charges & taxation	11	6
Total	3,586	3,764

Recognised gains and losses	2012-13	2011-12
Net surplus	(229)	(169)
Adjustment on property value	598	108
Contribution to reserves	369	(61)

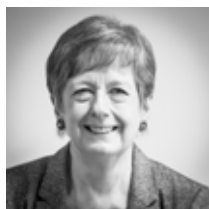
Summary Balance Sheet (£'000)

	2012-13	2011-12
Tangible assets	3,465	2,883
Net current liabilities	(727)	(405)
Long term liabilities	(283)	(392)
Net Assets	2,455	2,086
Property revaluation reserve	1,098	500
Income & expenditure account	1,357	1,586
Reserves	2,455	2,086

MRS MAIN BOARD AND OFFICERS



Rita Clifton
President of MRS



Phyllis Macfarlane
Chair of MRS



Vanella Jackson
Immediate Past Chair
of MRS



Raz Khan
Honorary
Secretary-Treasurer
of MRS



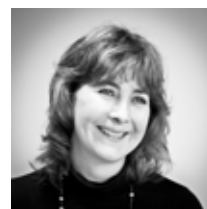
Fay Arbon



Stephen Bairfelt



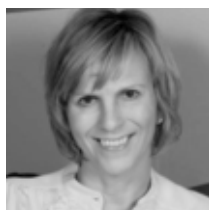
Crispin Beale



Nikki Bell
Leader : Constitutional
Review Project



Ruth Betts
Chair of the MRS
Management Board



Kirsty Fuller



Geoff Gosling
Chair of the MRS Market
Research Standards Board



Fiona Jack
Deputy Chair of the
MRS Market Research
Standards Board



Barbara Langer
Chair of the MRS
Professional Development
Advisory Board



Pat Molloy
Deputy Chair of the
MRS Company Partner
Service Board



Liz Nelson, OBE



Richard Sheldrake
Chair of the MRS Company
Partner Service Board

Lists of those serving on MRS Committees and Advisory Boards are available on the MRS website www.mrs.org.uk

COMPANY INFORMATION

The Market Research Society (MRS)

With members in more than 60 countries, MRS is the world's leading authority for research and business intelligence. It's for everyone with professional equity in market, social and opinion research (whether you use it or provide it) and in market analysis, customer insight and consultancy.

Evidence matters

Evidence helps build strategy and reduce risk; it's essential for good commercial and public policy decisions. If you need, use, generate or interpret evidence, MRS can help you. Our members have commissioned and provided evidence that has helped win elections, launch global brands and understand profound trends in society. We support, promote and aim to enrich the research and business world.

In consultation with its individual members and Company Partners, MRS supports best practice by setting and enforcing industry standards. The commitment to uphold the MRS Code of Conduct is supported by the Codeline service and a wide range of specialist guidelines.

www.mrs.org.uk

Research-Live
www.research-live.com

IJMR
www.mrs.org.uk/ijmr

Research Buyer's Guide
www.theresearchbuyersguide.com

Jane Frost Blog
www.mrs.org.uk/blog

Impact Magazine
www.mrs.org.uk/intelligence/impact

Research Jobfinder
www.researchjobfinder.com

Geodemographics Knowledge Base (GKB)
www.geodemographics.org.uk

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"The MRS Constitutional Review Project, while not the most sexy piece of work I have ever undertaken, gives MRS a legitimate, robust and necessary foundation on which it can continue to build its profile as the world's leading market research association."

Nikki Bell, Leader of the Constitutional Review Project 2012-13 and Main Board Member